

1. SUMMARY

- 1.1 The Planning and Performance Management Framework sets out the process for presentation of the council's quarterly performance reports. This paper presents the Council and Departmental performance reports with associated scorecards for performance in FQ1 2016-17 (April - June 2016).
- 1.2 It is recommended that the PRS Committee reviews the reports and scorecards as presented.

**Cleland Sneddon
Chief Executive**

2. SUMMARY

- 2.1 The Planning and Performance Management Framework sets out the process for presentation of the council's quarterly performance reports. This paper presents the Council and Departmental performance reports with associated scorecards for performance in FQ1 2016-17 (April - June 2016).
- 2.2 Performance is reviewed by the Strategic Committees on the following dates, and is presented to the PRS Committee for high level review and scrutiny.

Community Services	September 8 th
Environment, Development & Infrastructure	August 11 th
Policy & Resources	August 18 th
Planning, Protective Services & Licensing	August 17 th

3. RECOMMENDATIONS

- 3.1 It is recommended that the PRS Committee reviews the reports and scorecards as presented.

Cleland Sneddon
Chief Executive

Performance Report for Customer Services	Period April – June 2016
<p>Key Successes</p> <ol style="list-style-type: none"> 1. The Property Design Team was successful at the Council’s Sustainable Design Awards and received a Commendation Award for works at Tayvallich PS. 2. Positive external surveillance audit of the Catering Quality Management system. 3. Scottish parliamentary election process completed successfully 4. By election Oban North and Lorn ward –June 2016 completed successfully 5. Reaccreditation of Customer Excellence Standard with full compliance and five plus ratings 6. New PCIP (procurement capability improvement programme) assessment carried out and top F1 ranking achieved. 7. Won top council task in UK wide Socitm Better Connected awards 8. Finalist in IRRV 2016 Excellence in partnership working awards for Universal Support Delivered Locally trial 	
<p>Key Challenges</p> <ol style="list-style-type: none"> 1. Managing loss of the Asset Manager from the Estates Service and the subsequent difficulty in recruiting for this post. 2. Delivery of New Carbon Management Plan – potential impact from Service Choices. Delay to delivery of the plan 3. Ongoing work taking place to review school transport fleet during allocation of seats for start of new term in August. 4. Review of the Catering and Cleaning Service with FMS Consultants is under way, final report due 22 July 2016. 5. Boundary Commission review ongoing 6. Manage transition to Scottish Wide Area Network and make contingency plans for sites now expected to overrun beyond September 2016 	
<p>Action Points to address the Challenges</p> <ol style="list-style-type: none"> 1. Options are being explored for the appointment of a replacement officer with wider commercial skills and experience to take forward the Council’s Property Investment Strategy. In the short term, the Estates Team is being enhanced through the use of agency surveyors. 2. A generic Carbon Management Plan which identifies the way forward, subject to the outcome of Service Choices is being developed. The new Plan will therefore recommend a flexible and incremental approach with more frequent short term targets informed by resource availability, adopting the reporting requirements of the Scottish Government. 3. Working with colleagues in Education Services to ensure effective and efficient transport solutions. 4. Service involvement in the FSM Consultant’s review has taken place throughout the process, both DMT and the Transformation Working Group have been appraised of progress made. 5. Election team will monitor progress and assess any issues that require action 6. Continued engagement with Capita and Vodafone on contingency arrangements, and financial modelling of impact of delay. 	



Making Argyll and Bute a place people choose to live, learn, work and do business

Customer Services Scorecard 2016-17

Scorecard owner **Douglas Hendry**

FQ1 16/17

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P Priorities for 2015-17: Customer Services

IMPROVEMENT					Status Trend	
Improvement Plan Outcomes CU	Outcomes	Total No	Off track	On track	Complete	A ↑
		63	1	24	38	
CARP Customer Services		Total No	Off track	On track	Complete	G →
		4	0	0	4	
Customer Service CU		Number of consultations			0	
Customer Charter		Stage 1 complaints		100 %	G ↑	
Customer satisfaction	91 %	G ↑	Stage 2 complaints		100 %	G →
Customer Services Audit Recommendations	Overdue	Due in future		Future - off target		
	0 →	8 ↑		2 ↓		
CU Average Demand Risk	Score	6	Appetite	6	→	
CU Average Supply Risk	Score	6	Appetite	6	→	
Health & Safety						
	Overdue	Rescheduled	Actions in Plan		Complete	
Service H&S Plan Actions	0	0	14		1	
H&S Investigation Actions	0	0	0			

RESOURCES

People	Benchmark	Target	Actual	Status Trend
Sickness absence CU		1.93 Days	2.07 Days	R ↑
PRDs % complete		90 %	98 %	G
Financial				
	Budget	Forecast		
Finance Revenue totals CU	£K 37,569	£K 37,569		G ↑
Capital forecasts - current year CU	£K 26,126	£K 24,748		R ↑
Capital forecasts - total project CU	£K 112,784	£K 112,867		A ↑
Asset management red risks	6	On track	6	G →

Customer Services Scorecard 2016-17

FQ1 16/17

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SOA Outcome - The economy is diverse and thriving A			
CS02 Businesses supported in claiming Non Domestic Rates relief	Success Measures	1	R
	On track	0	↓
CS03 Maximise opportunities for SME's to sell to the Council ...	Success Measures	5	A
	On track	3	
CS05 Increased value is delivered from procurement ...	Success Measures	4	G
	On track	4	↑

SOA Outcome - Children and young people have the best possible start G			
FS01 Children are healthier because nutritionally balanced school meals are available ...	Success Measures	6	G
	On track	6	→
GL04 The best interests of children at risk are promoted	Success Measures	1	G
	On track	1	↑

SOA Outcome - People live active, healthier and independent lives A			
CS01 Benefits paid promptly whilst minimising fraud	Success Measures	6	A
	On track	5	
CS08 Financial and digital inclusion barriers are removed from disadvantaged citizens ...	Success Measures	3	G
	On track	3	→

Supporting Outcome - Service Delivery Enablers			
CS04 Income from local taxes and sundry debtors is maximised ...	Success Measures	6	A
	On track	5	
CS06 IT applications & infrastructure available ... and meet business needs	Success Measures	8	A
	On track	7	→
CS07 Customers can access council services more easily ... service quality	Success Measures	9	A
	On track	7	→
GL01 High quality support and governance enables open transparent decision making	Success Measures	5	G
	On track	5	
GL02 Council compliance with governance & info arrangements	Success Measures	3	
	On track	0	
GL05 Provision of high quality, timely legal advice and documentation	Success Measures	4	G
	On track	4	↑
GL06 Timely provision of Liquor Licences & Civic Government Licences to the public	Success Measures	5	G
	On track	5	↑
IH03 Our customers and employees are informed and engaged	Success Measures	9	A
	On track	9	
IH04 Improve efficiency and delivery through systems and frameworks	Success Measures	2	A
	On track	2	
IH05 Performance, continuous improvement and organisational change is developed ...	Success Measures	2	A
	On track	2	→
IH06 Workforce has skills, knowledge and behaviours that support our culture and vision	Success Measures	6	A
	On track	5	
IH07 Provide high quality support services to our workforce	Success Measures	3	R
	On track	3	→

SOA Outcome - People live in safer and stronger communities A			
FS02 Communities are safer ... through improved facilities	Success Measures	10	A
	On track	8	→
FS03 We contribute to the sustainability of the local area	Success Measures	5	A
	On track	5	↓
FS04 School & public transport meets the needs of communities	Success Measures	3	G
	On track	3	↑
GL03 Improved quality of life and reduced risks for residents and visitors	Success Measures	1	G
	On track	1	→
IH01 Managers are enabled to manage health and safety effectively	Success Measures	6	G
	On track	6	→
IH02 We recognise and tackle discrimination and promote equality	Success Measures	3	G
	On track	3	

Key Successes

- 22 Classroom and Additional Support Needs Assistants received certificates for the SQA Professional Development Award (PDA) in Education Support Assistance
- Three turf cutting events were held in June to celebrate the new schools that are being built in Argyll and Bute. The new £26 million high school in Campbeltown, the £36 million new high school in Oban and the new Kirn primary school. A special thanks to Schools Development Manager Michael Casey and David Logan Special Projects Manager and their teams for making the new investment happen
- % of positive destinations is at 92.7% which is slightly higher than the National average
- Number of exclusions within secondary schools – number of incidents recorded remains below the target for this quarter
- Secondary schools attendance figures are above the target of 93% for the quarter, with the actual figure sitting at 94.7%
- Luss Primary School are the Scottish Champions of this year's Total Green Award
- Number of adults accessing community based adult learning exceeds the target of 350 with 698 users
- The number of people accessing Council pools far exceeds the target of 75,000 with the actual figure 93,194 for this quarter
- The number of people accessing Council gyms far exceeds the target of 23,000 with the actual figure 28,245 for this quarter
- The number of times libraries have been used by external agencies is well above its target of 360 with the actual figure being 593 for the quarter
- The number of children's swimming lessons completed for this quarter is above the target of 4,500 with the actual figure being 4,617
- 15 Syrian families have now been resettled in Bute
- One of our Syrian men has secured permanent employment. The Home Office has selected Argyll and Bute Council to pilot their project which provides support for families wishing to set up their own business on Bute. We currently have six of our families taking part in this pilot. This is a huge endorsement of the excellent work that is being carried out and a huge credit to Argyll and Bute Council. The process continues to be so successful due to the fantastic contribution from partners and the local community highlighting the importance of partnership working and show casing how successful it can be

Key Challenges

1. Reducing the number of days lost through sickness absence across Community Services.
2. Reviewing the implementation of the new National Qualifications.
3. Meeting the requirements of new legislation e.g. Self-Directed Support Act, Children and Young People's Act 2014 and Community Empowerment Act, etc. and emerging legislative changes such as the Education Bill and Carers Bill.
4. Achieving target for the completion of PDRs during the quarter.
5. Increasing positive destinations for young people in the current economic climate

6. Continue to raise attainment specifically in reading, writing and numeracy for every child in line with the new National Improvement Framework for Education.
 - o Continue to work to close the gap between the most and least disadvantaged children in school as outlined in the new National Improvement Framework.
 - o Introduction of new national standardised assessments in P1, P4, P7 and S3 which focus on progression on literacies and numeracy as part of the new National Improvement Framework.
7. Ongoing challenges associated with teacher recruitment in certain locations and for certain subjects to assist the authority to meeting its commitment in relation to teacher numbers.
8. Our refugee re-settlement on the Isle of Bute and support arrangements
9. Delivering excellence and equity in Scottish Education – deliver on the outcomes for the authority
10. Inspection of Education Services

Action points to address the challenges

1. Continue to work to ensure that return to work interviews are completed for all periods of sickness absence by targeting individual Managers and Team Leaders in the context of performance. Staff to be offered appropriate support in the management of this issue.
2. Continue to support work on curriculum design to reflect the new Curriculum for Excellence framework and training on the new secondary benchmarking toolkit. The examination results for session 2014/15 will be analysed in detail and used to review the curricula available within secondary schools.
3. Meeting the requirement of all new legislation.
4. Implementation of a new process for the recording of PRDs which will include a review of the quality of completed reviews.
5. Detailed and individualised information and advice for school leavers is being provided in conjunction with Skills Development Scotland. Multi agency plan to meet the recommendations of Scotland's Young Workforce currently being implemented.
6. Continue to develop the new Education Strategy to deliver on the new National Improvement Framework and the additional duties in the updated Education Act.
7. Recruiting and retaining staff who have a focus on developing consistency and quality. Continue to work with the Council's HR service to advertise and recruit into vacant posts within the Oban and Mid Argyll areas.
8. Detailed multi agency support arrangements in place for the refugee families, co-ordinated by the refugee resettlement group.
9. A timetable will be shared at Community Services Committee and with the Education Team, Head Teachers and parents
10. A detailed programme is in place for the delivery of the Education Inspection.



Making Argyll and Bute a place people choose to live, learn, work and do business

Community Services Scorecard 2016-17

Scorecard owner

Ann Marie Knowles

FQ1 16/17
















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P Priorities for 2015-17: Community Services

IMPROVEMENT					Status Trend	
Improvement Plan Outcomes CM	Total No	Off track	On track	Complete	A →	
Outcomes	49	0	13	36		
CARP Community Services	Total No	Off track	On track	Complete	G →	
	91	0	89	2		
Customer Service CM	Number of consultations				3	
Customer Charter	Stage 1 complaints		36 %	R ↓		
Customer satisfaction	Stage 2 complaints		75 %	R ↑		
Community Services Audit Recommendations	Overdue	Due in future	Future - off target			
	0 →	7 ↓	0 ↑			
CM Average Demand Risk	Score	9	Appetite	9	→	
CM Average Supply Risk	Score	8	Appetite	8	→	
Health & Safety	Overdue	Rescheduled	Actions in Plan	Complete		
Service H&S Plan Actions						
H&S Investigation Actions	0	0	0			

RESOURCES













People	Benchmark	Target	Actual	Status	Trend
Sickness absence CM [LGE]		2.0 Days	2.2 Days	R	↑
Sickness absence CM [teachers]		1.6 Days	1.5 Days	G	↑
PRDs % complete		90 %	53 %	R	
<i>Financial</i>		<i>Budget</i>	<i>Forecast</i>		
Finance Revenue totals CM	£K 79,533	£K 79,533		G	↑
Capital forecasts - current year CM	£K 0	£K 0			
Capital forecasts - total project CM	£K 0	£K 0			
Asset management red risks	0				

SOA Outcome - The economy is diverse and thriving 			
CC05 Argyll and Bute's economic success is built on a growing population	Success Measures	2	
	On track	2	
SOA Outcome - We have infrastructure that supports sustainable growth 			
CC07 People access a choice of suitable & affordable housing options ...	Success Measures	2	
	On track	2	
SOA Outcome - Education, skills and training maximises opportunities for all 			
CC03 Our adults are supported to access learning opportunities ...	Success Measures	2	
	On track	2	
ED01 Primary school children are enabled to increase levels of attainment ...	Success Measures	25	
	On track	24	
ED02 Secondary school children are enabled to increase levels of attainment ...	Success Measures	17	
	On track	17	
ED03 Education Central Management Team ensures continuous improvement ...	Success Measures	8	
	On track	7	
ED05 An effective system for Opportunities for All will operate in all secondary schools	Success Measures	4	
	On track	3	
ED06 Education staff have increased capacity for leadership ...	Success Measures	5	
	On track	5	
ED08 Young people have the opportunity to access accredited wider learning opportunities	Success Measures	3	
	On track	3	

Community Services Scorecard 2016-17

FQ1 16/17

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SOA Outcome - Children and young people have the best possible start 			
CC01 Our young people are supported to lead more active and healthier lives	Success Measures	2	
	On track	2	
ED04 Educational additional support needs of children & YP are met ...	Success Measures	8	
	On track	8	
ED07 Young children and their families assisted to achieve best start in life ...	Success Measures	12	
	On track	11	
SOA Outcome - People live active, healthier and independent lives 			
CC02 Raised lifelong participation in sport ... healthy lives	Success Measures	3	
	On track	3	
CC04 Less people will become homeless ... thru proactive approach ...	Success Measures	3	
	On track	1	
SOA Outcome - People live in safer and stronger communities 			
CC06 Third Sector & communities ... enabled ... developing communities	Success Measures	1	
	On track	0	
CC08 Improved literacy, health ... access to ... culture, libraries & museums	Success Measures	4	
	On track	3	

Key successes

1. The council's engagement and broad support provided to Scottish Sea Farms, along with Highlands and Islands Enterprise (HIE) to encourage £35million investment in Barcaldine will create up to 25 jobs and include spin off benefits such as the £900k order placed with Argyll based, Fusion Marine for fish farm pens. Working with HIE, the council will continue to work proactively to find alternative locations for any firms displaced as a result of the investment of Scottish Sea Farms at Barcaldine. This includes looking at available council and HIE property in the Oban and Lorn area.
2. The review of the Local Development Plan (LDP2) which will direct development within Argyll and Bute for the period 2020 – 2025 opened with a 'Call for Sites' 6 month period (closing on 8 December 2016). This important part of the preparation process seeks to identify opportunities at an early stage allowing landowners and prospective developers to put forward sites of 5 units or more for consideration.
3. Following the reopening of the Regional Grant Capital Fund, the council took advantage of a short window of opportunity to submit 3 bids to support existing projects which best met the criteria for the fund, namely the Redevelopment of the North Pier in Oban; the development of the Gleaner site in Ardrishaig prepared by Scottish Canals; and a bid to create the first phase of a new industrial site at Tobermory prepared by the Mull and Iona Development Trust. Announcements for this highly competitive fund are due in August on which bids proceed to stage 2.
4. The Economic Development Marketing Plan gained approval and the council is working together with AITC and external stakeholders to develop a strategic approach to tourism marketing for the area. Discussions on how to make best use of available budgets, joint working and potential for leveraging in additional funding are being progressing.
5. Following on from the success of the council's building standards team gaining an MOD contract, the amenity services team has secured a commercial contract with Scottish Canals to provide grounds maintenance services in Mid Argyll. The value of this annual contract will help sustain local employment and there is an opportunity for contract continuation in 2017/18.
6. A range of key recommendations and possible projects were considered and prioritised by over 400 people attending the 4 day Crinan Canal Charrette. The Charrette's findings will now be used to inform the priorities for the £3million Tarbert and Lochgilphead Regeneration Fund.
7. Helensburgh's revitalised town centre public realm continues to gain recognition winning a Scottish Design Award and a prestigious Royal Incorporation of Architects in Scotland (RIAS) Award recognising the very best being built in Scotland. RIAS commended the CHORD project for delivering the design ethos to create a town centre with attractive, usable and flexible public space.
8. Funding of £300k has been secured from Sustrans Community Links for Hermitage Park Path network upgrade and a further £50k secured for the new footway at Letterdaill (Cairnbaan) providing links to the Crinan Canal.

9. With the full funding requirement now in place for the £3million plus Hermitage Park project permission to start the project was given by the principal funder, Heritage Lottery Fund (HLF). The tender process is already underway with potential suppliers bidding for the works. Recently a successful 'Tea in the Park' event, hosted by The Friends Group attracted 1,100 people will help to raise funds for further park developments.
10. In Oban work on the 2nd phase of the public realm works is progressing very well including enhancements made to the original scheme providing 3 additional bus shelters incorporating real time information display boards; a large totem style board at Station Square displaying real time train, ferry and bus service information; enhanced street lighting and widening and extended dropped kerbs to disabled parking bays.
11. Planning applications have now been submitted for Oban's new 56 berth transit berthing facility which will act as a key facility for yachts accessing the wider Argyll coast and a maritime reception centre on the North Pier for the expanding cruise ship trade.
12. Planning approval was granted for camping facilities including parking for 25 vehicles, 6 wigwam type glamping pods and a café at Rhubodach, on the Isle of Bute. This new development will see new jobs created, better recreational facilities for local people and attract new visitors to Bute.
13. A highly successful Sustainable Design Awards ceremony recognised examples of exceptional design quality across Argyll and Bute. Category winners included the Park Square development in Campbeltown providing 32 new build flats and houses; redevelopment or refurbishment of a historic Listed Building awarded to Greystones Hotel in Oban which has provides a long term future for the building and tourism benefit for the town; and a new build non-residential commendation for Tayvallich Primary School Early Years Unit where the new build, adjacent to the existing Victorian school building has set a high standard in an area within a national scenic area.
14. The Furnace Coastal Protection Scheme was completed with 50% of the project funded by the council and 50% by Scottish Water. Bridge strengthening at Braigo Bridge on Islay and Ar Taigh Bridge on East Loch Awe Side were also substantially completed signifying an investment in excess of £400k supporting important local connectivity.
15. The National Scottish Transport Awards 2016 highly commended the council's work supporting cycling on the South Islay Distilleries Path where initial monitoring indicates that in excess of 2500 people use this path per month enhancing tourism and the local economy. The Saturday Telegraph also ranked this walking and cycling route as no.1 driving free tasting tour in their article 'Experience the spirit of the Isles'.
16. The newly refurbished Dunoon Pier buildings were used as the events hub for the Dunoon Ride and Run in April. Plans are also in place for the Pier to be used as an events hub for other BID 'Dunoon Presents' events later in the year, for more info refer to www.dunoonpresents.co.uk.
17. With over 400 public nominations nationally, Rothesay Pavilion, The Winter Gardens, Cour House in Kintyre, St Conan's Church at Lochawe, Mount Stuart Visitor Centre and House no.7 on Tiree have been selected among Scotland's top 100 buildings in the Festival of Architecture's Scotstyle exhibition and publication. The exhibition will tour throughout Scotland showcasing at over 30 venues ranging from galleries to railway stations giving the public the opportunity to vote for their favourite building with the council encouraging support for Argyll and Bute nominations.

18. The Kintyre Way has been recognised in the '10 most beautiful walks in the UK' by the online guide 'the Culture Trip'. Supported by the council's access team and having received financial assistance from the council, this core path is currently being assessed by Scottish Natural Heritage (SNH) for Improving Public Access funding (estimated up to £400k collectively).
19. Business Gateway delivered 279 workshops to existing businesses and supported 27 new business start-ups during this period, bringing the total of new business start-ups to almost 950 since the service commenced in 2009. One year business survival remains ahead of target at 87%, 10% points ahead of target, however the three yearly business survival trends remain challenging.
20. The council continues to target new opportunities that support economic growth throughout Argyll and Bute; during this period, the Kilmory Industrial Estate Masterplan gained approval following joint commissioning between Argyll and Bute Council, Highlands and Islands Enterprise and MacLeod's construction.
21. Machrihanish remains well placed to be part of an industry expected to be valued at £40billion in the UK by 2030 and the council continues to highlight this potential site for the UK's first Spaceport with a number of companies with an interest in aerospace visiting the Machrihanish Base during this period and further visits planned during the summer and autumn.
22. The new LEADER 2014-2020 programme opened to Expressions of Interest under the themes of the Local Development Strategy; potential audience of 1300 reached via funding alert; 55 expressions of interest have already been received and 7 potential applicants visited.
23. Supporting the council's 'Open for Business' ethos, 95% of planning applications determined in this period were approved, with the average number of weeks taken to grant approval ahead of the target 12 week period and comparing favourably with the national average. The council's planners also report an increase in pre-application enquiries as the favoured route for prospective planning advice; and, working in tandem with Building Standards and the Planning Policy team a successful joint User Forum was attended by 35 local agents and architects.

Key challenges

1. Implementing service changes to Argyll and Bute's waste and recycling collections.
2. Addressing the challenges associated with recycling and waste treatment in the medium to longer term in view of the longer term financial risks and future landfill ban affecting this statutory service.
3. Ensuring that the promotion and marketing of Argyll and Bute as a great place to live, visit, invest and work remains a strategic priority for the council and a wide range of stakeholders.

4. Progressing effective workforce planning, balancing short to longer term skills requirements, whilst addressing the current financial challenges.
5. Realising the full potential of the marine infrastructure to support economic growth; undertake a review of Piers and Harbours fees and charges and a review of marine service operating expenditure.
6. Address the financial challenges associated brought about by flooding events and resourcing the council's liabilities associated with the Flood Risk Management Plan.
7. Converting managerial action on sickness absence into improved attendance performance.

Actions to address the challenges

1. Effectively communicate waste and recycling service changes to the public and trade waste businesses as well as supporting staff adapt to the service changes in collection routes and working arrangements.
2. Develop a new Waste Strategy based upon a new 25 Year Waste Financial Model and continue to work with the community to improve and increase recycling performance.
3. Work closely with a wide range of stakeholders to progress the opportunities associated with tourism in Argyll and Bute.
4. Progress workforce planning requirements to mitigate short to medium term job loss as a result of budgetary pressures; support sustainable future service delivery, create employment opportunity to address concerning workforce demographics and specific occupational recruitment challenges.
5. Ensure that effective consultations, communications and management of the work streams necessary to undertake the review of Piers and Harbours fees and charges. Progress economic opportunities inherent in the Marine Sector independently and collaboratively; and ensure that future marine service operating costs are sustainable.
6. Continuing to work with SEPA and other Local Plan District partners managing flood risk, this includes preparing Surface Water Management Plans and working with plan district groups to deliver a programme of actions; and confirming the financial allocations for the first 6 year cycle of the Flood Risk Management Plan.
7. Supporting managers in their efforts to improve performance attendance and effectively apply the council's Maximising Attendance Policy.



Making Argyll and Bute a place people choose to live, learn, work and do business

Development and Infrastructure Scorecard 2016-17

Scorecard owner **Pippa Milne**

FQ1 16/17

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P Priorities for 2015-17: Dev't & Infrastructure

IMPROVEMENT					Status Trend	
Improvement Plan Outcomes DI	Outcomes	Total No	Off track	On track	Complete	A →
		23	0	4	19	
CARP Development & Infrastructure		Total No	Off track	On track	Complete	G →
		10	0	0	10	
Customer Service DI		Number of consultations			3	
Customer Charter		Stage 1 complaints		68 %	R ↓	
Customer satisfaction	91 %	G ↓	Stage 2 complaints		88 %	R ↓
DI Services Audit Recommendations	Overdue		Due in future		Future - off target	
	0	↑	19	↑	0	→
DI Average Demand Risk	Score	8	Appetite	8	↑	
DI Average Supply Risk	Score	7	Appetite	7	→	
Health & Safety		Overdue	Rescheduled	Actions in Plan	Complete	
Service H&S Plan Actions		0	0	23	0	
H&S Investigation Actions		0	0	0		

RESOURCES				
People	Benchmark	Target	Actual	Status Trend
Sickness absence DI		3.03 Days	3.67 Days	R ↓
PRDs % complete		90 %	93 %	G
Financial	Budget	Forecast		
Finance Revenue totals DI	£K 29,779	£K 29,779		G ↑
Capital forecasts - current year DI	£K 20,380	£K 18,776		R ↓
Capital forecasts - total project DI	£K 110,960	£K 110,960		G ↓
Asset management red risks	6	On track	6	G ↑

Development and Infrastructure Scorecard 2016-17

FQ1 16/17

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SOA Outcome - The economy is diverse and thriving A			
ET01 Sustainable economic growth in Argyll and Bute	Success Measures	19	A
	On track	16	
PR01 Local economy improved by delivery of sustainable development	Success Measures	4	A
	On track	3	→
RA04 Capital projects improve the transport infrastructure	Success Measures	6	A
	On track	5	
RA05 High level of street cleanliness	Success Measures	1	G
	On track	1	→
RA06 Sustainable disposal of waste	Success Measures	2	G
	On track	2	→
SOA Outcome - We have infrastructure that supports sustainable growth G			
ET02 A&B better connected, safer & more attractive	Success Measures	6	G
	On track	6	
PR05 Improved & enhanced access to natural environment & green networks	Success Measures	2	G
	On track	2	→
PR07 Creation of well designed and sustainable places ...	Success Measures	2	G
	On track	2	→
RA07 Marine Services - maintenance/management of piers/harbours/slips	Success Measures	1	G
	On track	1	→

SOA Outcome - People live in safer and stronger communities A			
ET03 Renewables ... developed ... for the benefit of communities	Success Measures	2	A
	On track	2	↓
ET04 Harness the potential of the third sector ...	Success Measures	3	G
	On track	3	↑
PR02 Empowered ... customers ... exercising their legal rights ...	Success Measures	2	G
	On track	2	↑
PR03 Secure standards re public health & health protection ...	Success Measures	3	G
	On track	3	→
PR04 Health, safety etc of people in & around buildings is protected ...	Success Measures	3	G
	On track	3	→
PR06 We live and work in an environment which is safe, promotes health & supports local economy	Success Measures	3	A
	On track	2	
RA01 Proportionate, safe and available roads infrastructure	Success Measures	4	A
	On track	3	↓
RA02 Roads maintenance strategies ... contribute to economic growth ...	Success Measures	2	G
	On track	2	→
SOA Outcome - People live active, healthier and independent lives G			
PR08 Protect health of our communities through effective partnership working	Success Measures	2	G
	On track	2	
Supporting Outcome - Service Delivery Enablers			
RA03 Reliable, safe and efficient vehicles fleet	Success Measures	2	G
	On track	2	→

Key Successes

1. Unaudited Accounts prepared by 30 June 2016 deadline.
2. Deadlines and workload expectations met despite reduced resource including submission of the Projected Outturn Budget Estimate (POBE) return.
3. Investment returns continue to exceed the benchmark rate of return.
4. Key resources allocated to support various projects/initiatives e.g. Devolved School of Management project, Leisure Trust, Health and Social Care Integration, Catering and Cleaning review, Street Lighting.
5. 9 out of 9 Planned Internal Audits were completed in the quarter.
6. Department has been awarded “Accredited Training Provider” status with the accounting qualifications – Chartered Institute of Public Finance and Accountancy (CIPFA), Association of Chartered Certified Accountants (ACCA) and Association of Accounting Technicians (AAT).
7. Delivered training to NHS colleagues on the Council’s budget monitoring processes and redesigned the monthly Social Work budget monitoring reports pack to enable the integration of Social Work financial information into the IJB’s consolidated financial performance reporting.

Key Challenges

1. Ensuring timely completion of Annual Audit plan given reduced resource.
2. Department operating with a number of staff on long term sick (none are work related). As the number of staff within the service is relatively small, this will disproportionately affect the sickness absence percentage.
3. Ensure Budget Forecasting is underpinned by robust assumptions.
4. Managing Customer expectations, deadlines and workload.
5. Planning the replacement of the finance reporting system, Discoverer, to ensure the deadline of June 2017 is met (Discoverer support no longer available beyond this date).
6. Delivering the detailed financial and non-financial information needed by the IJB’s Locality Planning Groups to support them to identify the key service improvements and redesigns necessary to meet the IJB’s strategic objectives.

Action Points to address the Challenges

1. The workload within Internal Audit continues to be reviewed and reallocated in order to deliver on the approved plan.
2. The expectations of service proactively managed as well as monitoring and reallocating tasks and priorities.
3. An internal review of the budget monitoring process and cost centre risk categories is being undertaken to ensure that focus is maintained on key areas of the Council’s business and that forecasts that feed into external returns are forecast timeously and as accurately as possible. Further, there is an Internal Audit planned in Quarter 2 focusing on accounting and budgeting processes and in particular the forecast outturn position.

4. Where staff are required for particular projects, over and above normal day to day work, for example Leisure Trust, workload will be reviewed and reallocated in order to ensure that resources are available for Council priorities.
5. Link with Project Board to ensure cross departmental review of replacement options for Discoverer, establish a budget and clear timeframe.
6. Joint working with colleagues from across the finance and planning functions supporting the IJB to develop the systems, processes and procedures necessary to meet the needs of the Locality Planning Groups.

Strategic Finance Scorecard 2016-17

FQ1 16/17

Scorecard owned by **Kirsty Flanagan**

Click for full Outcomes

SF01 Effective planning, reporting and management of finance ...



SF02 Assurance...that financial and management controls are operating effectively



Corporate Support Team Scorecard

Departmental Support Team Scorecard

Internal Audit Team Scorecard

RESOURCES

People	Benchmark	Target	Actual	Status Trend
Sickness absence SF		1.5 Days	3.3 Days	R ↑
PRDs SF		90 %	100 %	G →
Financial	Budget	Forecast		
Finance Revenue totals SF	£K 1,774	£K 1,774	G ↑	
Capital forecasts - current year SF	£K 0	£K 0		
Capital forecasts - total project SF	£K 0	£K 0		

IMPROVEMENT

Status Trend

SF Service Improvement Plan 2015-16	Total No	Off track	On track	Complete	
Actions	15	4	0	11	
Strategic Finance Audit Recommendations	Overdue	Due in future	Future - off target		
	0 →	0 ↓	0 →		
Health & Safety	Overdue	Rescheduled	Actions in Plan	Complete	
Service H&S Plan Actions					
H&S Investigation Actions	0	0	0		
CARP Strategic Finance	Total No	Off track	On track	Complete	
	1	0	0	1	G →
Customer Service SF	Number of consultations			0	
Customer Charter	Stage 1 complaints		100 %	G →	
Customer satisfaction 92 % G ↑	Stage 2 complaints		100 %	G →	
SF Average Demand Risk	Score	9	Appetite	9	→
SF Average Supply Risk	Score	8	Appetite	8	→

SF01 Effective planning, reporting and management of finance ...		Links to Council Outcome MiH	🟢				
SF01 Council Finances Managed Effectively - Net	£	Budget	£ 1,538,690	🟢			
		Forecast	£ 1,538,690	⬆️			
Unaudited accounts summary and snapshot complete by 30 June	Status	Complete	🟢	CIPFA VFM % rating public audit forum - practice	Actual	70 %	🟢
	Target	Complete	⬆️		Target	70 %	➡️
Unaudited accounts complete by 30 June	Status	Complete	🟢	% rating public audit forum - commissioner satisfaction	Actual	82 %	🟢
	Target	Complete	➡️		Target	80 %	➡️
Annual Efficiency statement produced by 30 June	Status	Complete	🟢	SF user satisfaction survey	Actual	73 %	🟢
	Target	Complete	➡️		Target	73 %	➡️
Audited accounts complete by 30 September	Status	On track	🟢	% investment returns	Actual	0.7669 %	🟢
	Target		➡️		Target	0.3622 %	⬆️
Audited accounts summary and snapshot prepared by 15 October	Status	On track	🟢	Average loans fund rate	Actual	5.5000 %	🟢
	Target		➡️		Target	5.5000 %	➡️
Revenue and Capital Budget Preparation Timetable	Status	On track	🟢	Annual treasury assessment against good practice	Actual	90 %	🟢
	Target		➡️		Target	90 %	➡️
Comprehensive budget monitoring reports within 20 days of month end	Status	On track	🟢	Annual review of treasury management practice statements	Actual	100 %	🟢
	Target	On track	➡️		Target	100 %	➡️
Zero qualifications in audit certificate	Status	On track	🟢	Budgetary outlook reviewed/updated each quarter	Status	On track	🟢
	Target		➡️		Target	On track	➡️

Strategic Finance Scorecard 2016-17
FQ1 16/17

Click for full Scorecard

SF02 Assurance...that financial and management controls are operating effectively	Links to Council Outcome MiH	🟢		
SF02 Internal Audit - Net	£	Budget	£ 235,444	🟢
		Forecast	£ 235,444	⬆️
% of audits in the audit plan completed	Actual	100 %	🟢	
	Target	100 %		
	Benchmark	100 %		
Risk management policy and manual reviewed by 31 March	Status	On track	🟢	
	Target	On track		
Final audit plan approved by 31 March	Status	On track	🟢	
	Target			⬇️
% of audit recommendations accepted.	Actual	100 %	🟢	
	Target	100 %		
	Benchmark	100 %		➡️
Annual report on risk management	Status	Complete	🟢	
	Target			⬆️
Risks are incorporated in approved service plans	Status	Complete	🟢	
	Target	Complete		⬆️
Bi-annual reports on strategic and operational risk registers	Status	On track	🟢	
	Target	On track		➡️
Continuous Monitoring Programme report to Audit Committee	Status	On track	🟢	
	Target	On track		➡️
Participation in National Fraud Initiative - data completion	Status	On track	🟢	
	Target	On track		➡️
Draft audit risk assessment complete by December	Status	On track	🟢	
	Target	On track		➡️
Internal Audit Client Feedback Survey	Actual			
	Target			
	Benchmark			

Performance Report for Council Scorecard	Period April-June 2016
<p>Key Successes</p> <ol style="list-style-type: none"> 1. New Chief Executive appointed 2. One of the Syrian refugees has secured permanent employment. The Home Office has selected Argyll and Bute Council to pilot a project on Bute, providing support for families wishing to set up their own business. Six Syrian refugee families are taking part in this pilot. This is a strong endorsement of the excellent work that is being carried out and a huge credit to Argyll and Bute Council and partners within the community. 3. Customer Satisfaction continues at a very high level of 95% across the council. This performance continues to be driven by the corporate Customer Service Board and regular review of actions and improvements as well as ongoing training for our employees 4. All council actions in delivering the SOA Outcome – <i>‘We have infrastructure that promotes sustainable growth’</i> are on track, highlighting the council’s commitment to this important, strategic partnership priority 5. The inclusion of Health and Safety actions on the scorecard is new for 2016/17 and highlights the high level of importance placed by the organisation on health and safety of our employees and service users. All actions are on track. 	
<p>Key Challenges</p> <ol style="list-style-type: none"> 1. Sickness absence across the council remains above the target number of working days lost. 2. PRDs are currently below target. Completion of these remains a priority for the council, as it is key to setting individual targets and identifying training needs. 3. The Capital Programme is currently off track by 6.4% or £2.98m from its planned profile. 	
<p>Action Points to address the Challenges</p> <ol style="list-style-type: none"> 1. The targets for absence in 2016/17 have been set to encourage ongoing improvement. Detailed reporting continues to be presented to SMT and PRS Committee. Review of the attendance policy and process is planned to start in FQ3 2. Senior management will continue to review performance and remind managers that PRDs are an important feature of employee development and service performance. 3. The projects with slippage are being reviewed by the Strategic Asset Management Board to try and bring them back on track and where this cannot be achieved, acceleration of projects from future years is being identified 	



Making Argyll and Bute a place people choose to live, learn, work and do business

IMPROVEMENT

A&B Council Audit Recommendations	Recommendations overdue	Recommendations due in future	Future recommendations off target		
	0	39	2		
Strategic Risk Register 2016-17 H = 2 M = 13 L = 0					
Risk - % exposure	FQ1 16/17	FQ2 16/17			
	44 %	44 %			
CARP 2013-16 Critical Activity Recovery Plans	Total No	Off track	On track	Complete	
	121	0	104	17	
Health & Safety	Overdue	Rescheduled	Actions in Plan	Complete	
Service H&S Plan Actions	0	0	37	1	
H&S Investigation Actions	0	2	4		

OUTCOMES

Customer Service ABC	Number of consultations	
Customer Charter	Stage 1 complaints	72 % R
Customer satisfaction	93 %	Stage 2 complaints
		86 % R
SOA 2013-23 Delivery Plans	No of Short-Term Outcomes	42
	Number on track	3

Council Scorecard 2016-17

Scorecard owner **Cleland Sneddon**

FQ1 16/17

SOA 2013-23 scorecards

P Priorities for 2015-17

RESOURCES

People	Benchmark	Target	Actual	Status	Trend
HR1 - Sickness absence ABC		2.37 Days	2.56 Days	R	
PRDs % complete		90 %	65 %	R	
Financial	Budget	Forecast			
Finance Revenue totals ABC	£K 178,894	£K 178,894			
Capital forecasts - current year ABC	£K 46,506	£K 43,524	R		
Capital forecasts - total project ABC	£K 223,744	£K 223,827	A		
Assets	Total Number	On track	Status Trend		
Community Services red risk assets	0				
Customer Services red risk assets	6	6			
Dev't & Infrastructure red risk assets	6	6			

Making A&B a place people choose to live

P

SOA Outcome - People live active, healthier and independent lives

A

SOA Outcome - People live in safer and stronger communities

A

SOA Outcome - Children and young people have the best possible start

A

Making A&B a place people choose to learn

P

SOA Outcome – Education, skills and training maximises opportunities for all

A

Making A&B a place people choose to work

P

SOA Outcome - The economy is diverse and thriving

A

SOA Outcome - We have infrastructure that supports sustainable growth

G

Making it happen

P

Supporting Outcome - Service Delivery Enablers